

Message Text

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DRAFTED BY M/MO:EDSOHM, DRNORLAND;ES ARA/LA:WROGERS

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TO ALL AMERICAN REPUBLIC DIPLOMATIC POSTS

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EXDIS MILITARY ADDEES HANDLE AS SPECAT EXCLUSIVE

E.O. 11652:N'A.

TAGS:OGEN

SUBJECT:OPERATION CLEAN SLATE

FOR AMBASSADOR ONLY FROM EAGLEBURGER AND ROGERS

1. WE HAVE DECIDED ON AN EXPERIMENT AT ARA POSTS. THIS IS A PILOT PROJECT. WE WANT TO SEE IF IT IS THE WAY WE CAN DEVELOP SOME NEW AND IMAGINATIVE SUGGESTIONS ON THE ORGANIZATION, STAFFING AND OPERATIONS OF OUR MISSIONS ABROAD. THE EFFORT WOULD BE IN ORDER ANYTIME, OF COURSE, BUT IT IS PARTICULARLY TIMELY NOW; THE SECRETARY WILL BE SPEAKING OUT SOON ON THE IMPORTANCE OF ALLOCATING RESOURCES TO POLICY PRIORITIES. WE HOPE THIS EFFORT WILL GIVE HIM SOME NEW INSIGHTS INTO THAT ISSUE.

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2. WE WANT YOU TO TAKE A FRESH LOOK AT THE OPERATIONS OF YOUR POST. THEN, WITH A NEED TO SUPPORT THE U.S. NATIONAL INTERESTS AND SECURITY OBJECTIVES LAID OUT IN YOUR CASP (AND OTHER POLICY DOCUMENTS OF SIMILAR STATURE, IF ANY),

ADDRESS YOURSELF TO THE QUESTION OF HOW YOU WOULD LIKE TO DESIGN THE ORGANIZATION AND STAFFING OF YOUR POST. IF YOU WERE STARTING FROM SCRATCH, IF YOU HAD NO PERSONNEL IN HAND, AND NO ORGANIZATIONAL TRADITION TO WORK WITH, HOW WOULD YOU PUT TOGETHER YOUR MISSION TO SERVE THOSE U.S. INTERESTS AND OBJECTIVES WHICH HAVE BEEN DEFINED FOR YOU BEFOREHAND?

3. THIS IS THE GENERAL QUESTION. AT THE RISK OF INHIBITING

YOUR IMAGINATION AND BOLDNESS, WHICH RISK WE KNOW TO BE MINIMAL IN ARA, YOU MIGHT BREAK YOUR ANSWER DOWN SO THAT IT ADDRESSES THE FOLLOWING SUB-PARTS OF THE QUESTION.

4. STAFFING. HOW WOULD YOU REPROGRAM YOUR RESOURCES IF YOU WERE STARTING FRESH? WHAT ADDITIONS WOULD YOU MAKE IN YOUR STAFF IN THE LIGHT OF BUDGET RESTRICTIONS? WHAT DELETIONS? WHAT SHIFTS? WHAT ABOUT TOURS OF DUTY? COULD THEY BE LONGER? DO YOU NEED GREATER VERSATILITY IN EMPLOYEES? OR SPECIALIZATION? HOW WOULD YOU SUGGEST DEPARTMENT MIGHT HELP TRAIN OFFICERS AND SUPPORT PERSONNEL TO BETTER PROVIDE THE QUALITIES AND CAPABILITIES YOU NEED IN YOUR NEW MISSION?

5. OTHER AGENCIES. YOU MAY HAVE IDEAS AFFECTING THE STATUS OF OTHER WASHINGTON AGENCIES.

6. HOUSING. WHAT WOULD YOU CHANGE IN HOUSING ARRANGEMENTS? IS HOUSING CONSISTENT WITH OVERALL U.S. ROLE AND INTERESTS? HOW COULD YOU MAKE THE AMERICAN STAFF IN YOUR COUNTRY LESS DEPENDENT UPON EMBASSY ADMINISTRATIVE SERVICES? SHOULD THERE BE ANY CHANGES IN FSL STAFF? COULD DEPENDENTS WITH TRAINING, ESPECIALLY LANGUAGES, BE USED MORE EFFECTIVELY?

7. MANAGEMENT. WOULD YOU MAKE CHANGES IN THE STRUCTURE OF THE EMBASSY? CAN DEPUTY FUNCTIONS BE ASSUMED BY A SECTION CHIEF? IS THE TRADITIONAL EMBASSY STRUCTURE APPROXIMATED BY LIMITED OFFICIAL USE
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APPROPRIATE OR COULD THERE BE CHANGES? DO YOU SEE ANY POSSIBILITY FOR STREAMLINING ADMINISTRATIVE ARRANGEMENTS WITHIN THE EMBASSY OR REGIONALIZATION ELSEWHERE? WHAT FUNCTIONS OF REPORTING WOULD YOU ELIMINATE AND WHAT WOULD BE THE CONSEQUENCES? WE RECALL THAT SEVERAL YEARS AGO A SIMILAR REVIEW RESULTED IN ESTABLISHING "SPECIAL PURPOSE POSTS" WITH MINIMUM STAFF. HAVE YOU DRAWN ANY CONCLUSIONS ABOUT HOW THEY HAVE WORKED OUT? SHOULD CONSULAR POSTS BE ABOLISHED OR MAINTAINED IN A DIFFERENT FORM? IF YOU HAVE RECENTLY SERVED AT ANOTHER ARA POST, DO NOT FEEL OBLIGED TO CONFINE YOUR IDEAS TO PRESENT POST OF ASSIGNMENT.

8. THIS IS AN ACADEMIC EXERCISE FOR THE MOMENT. WE HAVE NO INTENTION NOW OF IMPLEMENTING YOUR SUGGESTIONS OR EVEN FOR HOLDING THEM AGAINST YOU IN LATER BUDGET EXERCISES. WE WANT YOUR NOTIONS OF THE IDEAL, INHIBITED ONLY BY YOUR JUDGMENT, AS TO HOW THIS COUNTRY SHOULD EQUIP ITSELF IN YOUR POST TO EXECUTE THE POLICY OBJECTIVES DEFINED ELSEWHERE. THIS IS A PILOT PROJECT TO ELICIT IDEAS IN GENERAL, AND IN AS SPECIFIC A FORM AS YOU CARE TO MAKE THEM, AND HOPEFULLY, BY THE END OF THE MONTH.

9. SUGGEST YOU SLUG YOUR REPLY EXDIS "FOR EAGLEBURGER AND ROGERS ONLY". KISSINGER

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